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Report to the Economic and Social Council

Report to the Economic and Social Council

Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund

Summary

This report is submitted in compliance with General Assembly resolutions 56/201, 59/250 and 62/208 on the triennial comprehensive policy reviews of operational activities for development of the United Nations system.

The Executive Board may wish to take note of the report and decide to transmit it to the Economic and Social Council with the comments and guidance provided by delegations at the present session.

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I. Introduction

1. The present report responds to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system. It follows previous United Nations Development Programme (UNDP) and United Nations Population Fund (UNFPA) reports to the Economic and Social Council and may be read in conjunction with the annual reports of the Administrator of UNDP and the Executive Director of UNFPA to the Executive Board. Those reports provide analyses of programme achievements against key results of the strategic plans of UNDP and UNFPA, 2008-2013, as well as statistical evidence of programme results, cross-sectoral strategies and performance indicators on management and operations.

2. The present report also responds to Executive Board decision 2009/3, which requested UNDP and UNFPA to: (a) include in future reports to the Economic and Social Council a more qualitative assessment and analysis of results achieved, progress made and difficulties encountered, as well as lessons learned; and (b) adhere to the structure established in General Assembly resolution 62/208 and include recommendations to further improve its implementation. The report reflects consultations held among UNDP, UNFPA and the United Nations Children's Fund (UNICEF). All sections of the report reflect actions taken by UNDP and UNFPA to implement Assembly resolution 62/208.

II. Funding for operational activities of the United Nations development system

3. In 2009, UNFPA income from regular contributions was $469.4 million, the highest ever. UNFPA surpassed the strategic plan target of $433 million by 8.3 per cent. However, this was a conservative target and does not necessarily reflect programme needs. UNFPA continues to expand its donor base and maintains a favourable ratio of regular to other contribution types. In 2009, UNFPA received contributions from 161 Governments, compared with 176 in 2008. The five largest donors providing regular contributions were the Netherlands, Sweden, Norway, the United States of America and Denmark. About 98 per cent of total contributions came from 21 major donors, and about 90 per cent of regular contributions are commitments in national currencies, which are subject to exchange rate volatility.

4. Other resources to support thematic funds, projects and programmes increased steadily in absolute terms. In the past few years the ratio between co-financing and regular contributions has been between 35 and 40 per cent. Total co-financing contributions in 2009 were $270.1 million, a decrease of 16.3 per cent from $322.7 million in 2008.

5. Total contributions to UNDP and to its associated funds and programmes reached $5.34 billion in 2009. In 2009 contributions to regular (core) resources reached $1.01 billion in nominal terms, a decrease of 8 per cent from the $1.10 billion achieved in 2008, and 19 per cent below the 2009 annual target for regular resources set out in the UNDP strategic plan, 2008-2013 (DP/2007/43/Rev.1). Contributions to regular resources did not reach the 2008 level due to volume decreases in local currency terms by some donor countries and less favourable exchange rates.

6. Projections suggest that contributions to regular resources will remain below the level of $1 billion and reach approximately $960 million in 2010, subject to exchange rate fluctuations, further widening the gap between actual contributions and the annual targets set out in the UNDP strategic plan.

7. Other (non-core) contributions to UNDP in 2009 remained almost unchanged, reaching $4.13 billion, compared with $4.16 billion in 2008. Non-core contributions from bilateral donors amounted to $1.56 billion in 2009, which represents an increase of 8 per cent compared with 2008. Non-core resources entrusted to UNDP by non-bilateral partners and multilateral funds reached $1.55 billion, which represents an increase of 15 per cent over 2008. Resources channelled through UNDP by programme country Governments and local partners in support of their own national development decreased to $0.72 billion in 2009, a decrease of 25 per cent compared with 2008 and a sharper reduction than projected in the strategic plan.

8. Other resources represent an important complement to the regular (non-earmarked) UNDP resource base. The ratio of regular contributions to other contributions, however, remained at approximately 1:4 in 2009. As outlined in the integrated resources framework of its strategic plan, UNDP seeks to balance the ratio of regular to other resources and secure an adequate, stable and predictable base of regular resources.

9. It should be noted that multi-donor trust funds provide flexible, coordinated and predictable funding to United Nations organizations to support the achievement of nationally owned and determined priorities. By channelling donor contributions through a pooled mechanism, multi-donor trust funds facilitate and streamline donor contributions, align reporting to national Governments and donors, reduce transaction costs and improve operational effectiveness. By facilitating improved coordination among all stakeholders, such trust funds also provide a forum for policy dialogue and programmatic coordination and harmonization. Overall, they have become one of the important financing tools available to the United Nations system to help channel funds towards a strategic vision that supports the achievement of national and global agreed goals and priorities. In 2009, UNDP received $1.2 billion in new donor contributions on behalf of the United Nations system. This brings the total cumulative deposited funds as at 31 December 2009 to $4.2 billion. The funds were contributed by 54 donors and developing countries with Spain, the United Kingdom of Great Britain and Northern Ireland, the European Union, Japan, Norway, the Netherlands and Sweden accounting for 89 per cent of total. As at the end 2009, $3.1 billion was transferred to 42 United Nations organizations participating in 32 multi-donor trust funds and 20 joint programmes operating in 74 countries.

III. Contribution of United Nations operational activities to national capacity development and development effectiveness

10. Capacity development is a core strategy in the fulfilment of both the UNFPA and UNDP mandates and related activities in key focus areas of their respective strategic plans. Capacity development is implemented at national, institutional and community levels. It is a systemic, often complex and rigorous process that supports improved national and institutional performance even during periods of transition or

shocks. There is no standard solution to complex country-specific problems related to capacity; UNDP and UNFPA support for capacity development is therefore tailored to the particular needs and contexts of each country, its population and institutions. Initiatives are often delivered in partnership with other United Nations organizations, bilateral partners, civil society and private-sector partners, building on benefits from each other's comparative advantages. Capacity development initiatives aim to support: institutional reform; leadership vision along with larger stakeholder engagement and support for that vision; access to and use of knowledge and learning; and the public interface and accountability mechanisms that ensure the ability of institutions to change.

11. Measuring results is essential to capacity development. To that end, UNDP, UNFPA and its partners have developed a framework to measure capacity results that focuses on two levels: outcomes (as measured by change in the ability to perform, sustain that performance over time and manage change); and outputs (products produced or services provided that result from investment in institutional arrangements, leadership, knowledge and accountability). This framework helps UNDP and UNFPA to capture and communicate the results of capacity development efforts, making it easier to measure the impact and relevance of investment.

Global and national Millennium Development Goals initiatives

12. A Millennium Development Goals Acceleration Framework was developed in 2010. It is intended to invigorate collective United Nations responses to specific Millennium Development Goals on which performance has been lagging in individual country situations. The timing of this approach is key, since a large number of UNDP and UNFPA offices, together with other parts of the United Nations system, are embarking on new United Nations Development Assistance Frameworks (UNDAFs) and country programming cycles.

13. UNDP was able to take concrete steps to assist the High-level Plenary Meeting of the sixty-fifth session of the General Assembly on the Millennium Development Goals and work with stakeholders at the global, regional, country and subnational levels to ensure a comprehensive, yet coherent set of evidence-based inputs that will inform plans to accelerate achievement of the Millennium Development Goals over the remaining years to 2015. To support more effective planning based on the Millennium Development Goals, UNDP submitted at the 2010 Millennium Development Goals Plenary Meeting a report synthesizing the national Millennium Development Goals reports along with an international assessment that considers which actions are needed to achieve the Goals by 2015. UNDP helped to develop assessment and costing methodologies, which were key to integrating the Goals into national planning processes. El Salvador, for example, costed its "Education Plan 2021", identifying the necessary national and political commitments that it required. Together with UNDP, UNICEF and the World Food Programme (WFP), El Salvador strengthened school-feeding programmes and policies to raise academic success rates.

14. UNDP and UNFPA have worked with national Governments to support lead institutions that are scaling up their capacities to achieve the Millennium Development Goals. In Sierra Leone a long-term investment by UNDP to strengthen the public procurement system resulted in the passing of procurement legislation and the establishment of public procurement institutions, making procurement

compliance and performance monitoring regular practices, despite changes in national leadership.

The Millennium Development Goals trust fund mechanism

15. Another example of the enhancement of support to develop inter-agency capacity was very evident through the millennium trust fund. Some examples of focused inter-agency capacity development results are:

(a) In Namibia, UNDP, UNFPA and UNICEF support resulted in members of Parliament holding respective ministries accountable for poor maternal health, low health-budget allocations, inadequate medical supplies to hospitals and gender-based violence;

(b) In China, UNFPA, UNDP and United Nations partners have worked together in culture and development, youth, employment and migration. UNFPA mobilized additional funds to strengthen community-based interventions in ethnic minority villages, the members of which matched these funds with their own contributions. In the employment programme, the capacity of civil servants and civil society members raised migrant awareness and their need for social inclusion;

(c) In Guinea-Bissau, UNDP, UNFPA and partners are working with ministries, the military and police to strengthen national capacity to effectively respond to gender-based violence, including a 16-day campaign focusing on violence against women;

(d) In Mauritania, UNDP, UNFPA and partner agencies are supporting the development of women leaders' capacity for conflict prevention at the provincial level and are undertaking a study on social prejudices, discrimination and citizenship. The findings of this study will be used to develop educational tools;

(e) In Timor-Leste, UNDP and UNFPA support resulted in the national approval and promulgation of a law against domestic violence. National human trafficking awareness-raising has resulted in the number of case referrals increasing from 0 to 25 in a six-month period.

National strategies and policies

16. UNDP and UNFPA work with Governments in building partnerships at both national and local levels. UNFPA country offices have reported that an increased number of national development plans, including poverty reduction strategies, incorporate emerging population issues such as urbanization, the environment, ageing and internal and cross-border migration. The emergence of new global economies offers further opportunities for South-South collaboration and triangular cooperation in capacity development given identified weak monitoring systems, the lack of buy-in and inadequate allocation of resources (both human and financial) for sexual and reproductive health. Together these add to capacity challenges.

17. UNFPA support has resulted in the strengthened capacity of national statistics institutes to plan and implement the 2010 round of population and housing censuses, and to analyse and disseminate census and survey data. Of the total number of countries that planned for the 2010 round of censuses, 49 per cent have completed their work and 51 per cent are scheduled to conduct a national census by 2014. UNFPA has also sought to integrate South-South cooperation into these efforts,

with, for example, Chief Technical Advisers from the Office of the Indian Registrar General advising the Governments of Nigeria, the Sudan, Afghanistan and Timor-Leste.

18. UNFPA and UNDP together focused efforts on developing capacity to address HIV/AIDS. In Eastern Europe, the UNFPA-supported Y-PEER programme has become an international youth network covering Eastern Europe, the Arab States, Latin America, Africa and Asia, connecting more than 7,000 young peer educators with information, training, support and a wide range of electronic resources. UNFPA has also provided technical and financial support to the Global Youth Coalition on HIV/AIDS to build its capacity as the leading international network of youth leaders. The Coalition currently comprises more than 4,000 young leaders and adult allies from more than 150 countries.

19. The UNFPA Global Programme on Reproductive Health Commodity Security worked to bolster national procurement and logistics capacities for contraceptives, condoms and essential medicines, including in humanitarian settings. The capacity development component of the Global Programme was scaled up in 2010 with an increasing number of national and local staff trained in procurement and logistics management. In the area of maternal health, the work of UNFPA resulted in enhanced capacities of Governments to carry out evidence-based programming, including programming related to family planning, as well as the establishment of professional associations of midwives to develop advocacy and management capacities.

20. Of key importance to UNDP and partners is the strengthening of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD). This Programme was one of the specific outcomes of the Conference of the Parties to the United Nations Framework Convention on Climate Change held in Copenhagen. Since the effects of climate change are both exacerbating and being accelerated by biodiversity loss and ecosystem degradation, protected areas are widely recognized as a cornerstone of biodiversity management and sustainable development. In the period 2005 to 2010, focused implementation interventions that strengthen policies, institutions and staff capacities, while leveraging the necessary financing, have resulted in the development of 128 newly protected areas covering 11.1 million hectares. An additional 197 new protected areas, covering 4.2 million hectares, are anticipated.

21. Other examples may be found in Manila, for example, where efforts to increase access to safe drinking water were supported by UNDP through a pro-poor public-private community partnership between the private water utility, informal small-scale water service providers and local authorities and communities. As a result, affordable and sustainable access to water increased more than 400 per cent in one year. This partnership model is being scaled-up in other poor peri-urban areas of metropolitan Manila, and regulatory adjustments are being made to allow replication in other service sectors. UNFPA worked closely with parliamentary forums on population issues in Asia and the Pacific, Latin America and Central Asia. Global conferences of parliamentarians were held to advance South-South as well as North-South dialogue. UNFPA also supported cooperation with regional institutions and international non-governmental organizations (NGOs).

22. Lessons drawn from the complex and vast UNDP and UNFPA capacity development support efforts in 2010 point to the need for inclusive stakeholder

participation, deep-rooted political will, country-specific solutions, relevant monitoring mechanisms, leveraging of constituencies, and the provision of innovative instruments, tools and expertise. These lessons will further the relevance of future endeavours.

South-South cooperation

23. The purpose of South-South cooperation activities supported by UNDP and UNFPA country offices is to facilitate an exchange of knowledge, formulate regional and subregional projects, develop human resources and institutions, and promote policy dialogue. These were accomplished in sectoral programmes in governance, population, environment and energy, gender, disaster prevention, crisis management and public administration.

24. UNFPA concluded the revision of its 1997 South-South cooperation strategy, which incorporates findings from a survey and analysis of UNFPA global, regional and country programmes, a global consultation with national, regional and global partners, and developments in South-South cooperation scanning. The revised strategy is based on the structural and technical assistance reorganization of UNFPA and experience with United Nations reform initiatives.

25. A major event for UNDP and UNFPA during the reporting period was the convening of the High-level United Nations Conference on South-South Cooperation. The outcome document expressed the need to reinvigorate the United Nations development system in supporting South-South and triangular cooperation. While welcoming initiatives taken by some United Nations agencies to establish new units and work programmes to support South-South cooperation, Member States also called upon United Nations funds, programmes and specialized agencies to coordinate their operational activities in support of South-South cooperation, enhance the capacities of developing countries for carrying out development cooperation programmes and establish and strengthen South-South centres of excellence.

26. In response to this demand, UNFPA and UNDP have been playing a primary role in South-South cooperation as providers of technical and strategic guidance, as brokers and facilitators and as funders. According to an internal UNFPA survey, more than 200 South-South initiatives supported by UNFPA were under way in January-April 2010, particularly in the areas of fistula repair, census management, population surveys, delivery of reproductive health services, HIV infection among women, gender-based violence, use of database software, training and raising awareness of population and development issues, female genital mutilation/cutting, and gender mainstreaming. Fifteen per cent of these initiatives were supported at the global level, while the others were at regional and country levels.

27. The Special Unit for South-South Cooperation hosted its third Global South-South Development Expo in 2009, designed to bring together developing countries and donors, United Nations organizations, the private sector and civil society organizations to share southern development solutions in climate change and the environment, food security, global health and HIV/AIDS. The Special Unit also refined the South-South Global Assets and Technology Exchange System and the Global South-South Development Academy.

28. UNFPA enhanced its participation in relevant global and regional coordination mechanisms and is currently an active participant on the Task Team on South-South Cooperation that was launched in September 2009. The Task Team brings together partner countries (especially middle-income countries), donors, civil society, academia, regional and multilateral agencies under a common objective of mapping, documenting, analysing and discussing evidence of the synergies between the principles of aid effectiveness and the practice of South-South cooperation. UNFPA is also working with other United Nations Development Group organizations to ensure that this cooperation is integrated into collaborative United Nations efforts. UNDP has now successfully developed a global network of aid effectiveness practitioners which is fully supporting South-South cooperation globally.

Gender equality and women's empowerment

29. UNDP and UNFPA are advancing gender equality and women's empowerment in each of their thematic areas and in line with priorities of their respective strategic plans.

Towards the achievement of poverty reduction

30. In 2009 more than 69 UNDP country offices supported national partners' efforts to integrate gender equality into national development policies and budget frameworks. UNDP developed tools and guidance in new areas of work such as taxation, unpaid care work and employment guarantee schemes. The tools and guidance are being used to support advocacy and capacity-building for integrating gender issues into national plans and policies. As part of advocacy for linking maternal mortality, gender equality and human rights, UNFPA submitted a comprehensive report on maternal mortality and morbidity to the Office of the United Nations High Commissioner for Human Rights (OHCHR) and participated in a high-level panel on the same topic which was organized by the Human Rights Council during its fourteenth session.

31. UNDP has launched a global capacity development and policy advisory services programme to accelerate achievement of the Millennium Development Goals by making economic policies and poverty reduction strategies more equitable. In Egypt, for example, small businesses have been encouraged to support women's legal empowerment and labour rights and improve recognition of women's economic contributions. With support from UNDP and the United Nations Development Fund for Women (UNIFEM) (now UN Women), seven countries in Latin America are part of a community of practice for South-South cooperation and the implementation of the Gender Equality Seal, a voluntary certification process which verifies that private-sector companies promote gender equality in the workplace.

32. UNFPA was a sponsor of the Women Deliver Conference, a gathering of experts from around the world on maternal and reproductive health, which was held in June 2010 with the aim of promoting investment in women and reducing maternal deaths. In 2010, UNFPA organized two expert meetings on maternal mortality and human rights to raise awareness of the human rights challenges with treaty bodies and regional human rights mechanisms. Furthermore, UNFPA is adopting a corporate strategy on indigenous peoples, which attributes particular importance to

the rights of indigenous women to empowerment, preservation of their traditions associated with childbirth and elimination of gender-based violence.

Gender-based violence

33. UNFPA and UNDP continue to address violence against women by supporting the five outcomes of the campaign of the Secretary-General Unite to End Violence against Women. Nearly one third of all UNDP programme countries have ongoing initiatives on gender-based violence. These include joint programmes on gender-based violence legislation and work with legal and judicial institutions aimed at increasing the security of women and adjudicating cases in a gender-sensitive manner. As reported by UNFPA country offices, there has been a large increase in pre- and in-service training for health-service providers that includes gender-based violence components. Anti-violence programmes for the police forces in Kyrgyzstan, Jordan and Turkey were successfully implemented using South-South cooperation approaches including police force exchanges. UNFPA also supported the development of national plans and systems that monitor violence against women.

34. With UNDP support, the Bolivarian Republic of Venezuela mounted a successful campaign on gender-based violence which resulted in the development of an organic law on women's rights to a life free from violence and to the establishment of a network of special courts to address gender-based violence. In 2010 UNFPA supported the development of United Nations regional strategies against gender-based violence in both the Latin America and Caribbean and the Africa regions. The UNFPA-UNICEF joint programme on female genital mutilation and cutting aims to reinforce the efforts of national institutions, development partners and civil society organizations to accelerate the abandonment of this practice in 12 countries. The joint programme includes grass-roots community education programmes and social mobilization campaigns. These have generated a socio-cultural dynamic which promotes the rejection of this harmful practice. As a result, communities in Senegal, the Gambia, Guinea, Somalia and the Sudan have seen large-scale abandonment of female genital mutilation and cutting. Ethiopia has reported that 4,000 girls in the Afar region have not undertaken this procedure, and in Egypt more than 9,000 families of girls at risk have abandoned the practice.

35. UNDP has focused on strengthening women's legal rights and access to justice while promoting land, property and inheritance rights through informal or customary systems of justice. In the period 2009-2010, 59 legislative assemblies, electoral commissions, national parliaments and political parties were supported by UNDP to strengthen women's political participation. In Burundi, this has resulted in the extension of a national to community quota system which has increased women's participation, from 12 per cent in 2005 to 34 per cent of nearly 2,000 newly elected communal councillors. Notably, after two years of piloting in 17 countries, UNDP adopted the Gender Marker, which will enable all partners to better assess the gender equality impact of programme resource allocations and expenditures and help address the deficits in financing for gender equality.

HIV/AIDS

36. As the lead United Nations organization for the Joint United Nations Programme on HIV/AIDS (UNAIDS) on gender and HIV, UNDP continued to work

with the United Nations family towards integration of gender issues into national HIV/AIDS plans and policies. As a result, hundreds of women caregivers in six African countries quantified the monetary value of their labour, time and resource contributions to mitigate the effects of the HIV/AIDS pandemic in their communities and have gained formal inclusion in national level policymaking in Kenya. To engage men and boys in achieving gender equality and reducing the spread and impact of HIV and AIDS, UNFPA has been working with civil society partners, namely the MenEngage Alliance, as well as United Nations joint teams on AIDS, to advance global advocacy, collect best practices and programmatic models, convene consultations to develop and operationalize country plans, and establish regional networks. As part of inter-religious knowledge management initiatives, UNFPA hosted a consultation in June 2010 which allowed participants from academia and faith-based organizations to assess the contributions of women and men of faith to development issues. In addition to managing grants in complex and high-risk environments, UNDP has worked with national stakeholders and United Nations partners to achieve notable performance ratings and health outcomes. From 2003 to 2008, UNDP was a principal recipient of funds from the Global Fund to Fight AIDS, Tuberculosis and Malaria to support programmes in 34 countries. UNDP thereby contributed to providing community outreach for HIV, tuberculosis and malaria prevention to more than 20 million people. Ten countries have now transitioned to become direct Global Fund recipients. UNFPA provided practical guidance to strengthen policy and programming to implement the first two prongs of primary prevention of HIV among girls and women, and prevention of unintended pregnancies among women living with HIV.

Crisis prevention and recovery

37. UNDP has been designated the global lead for crisis prevention and recovery. In collaboration with the Department of Peacekeeping Operations of the Secretariat and OHCHR, UNDP is responsible for developing and establishing the team of experts mandated under paragraph 8 of Security Council resolution 1888 (2009) on sexual violence and armed conflict. At the national level, UNDP is helping countries build legal and judicial capacities that include a strong focus on women's security and access to justice.

38. At the global level, as a member of the Inter-Agency Task Force on Women, Peace and Security, UNDP contributed to the development of a set of global indicators to track implementation of Security Council resolution 1325 (2000). In support of that resolution, UNFPA contributed to global events in commemoration of its tenth anniversary, assisted in the launch of an online platform for the Asia and Pacific region and worked on the development of global indicators for monitoring implementation of the resolution. In Somalia, UNDP supported a rule of law programme which ensured that an estimated 10 per cent of police academy graduates were women. Also established was the first association of women lawyers, which provides legal assistance to victims of rape and domestic violence. In the Sudan, new economic opportunities for women former combatants were coupled with counselling. In the Sudan, UNFPA is providing technical, financial and equipment support to the federal Government for five northern states. In Darfur, UNFPA worked with the Ministry of Health to train almost 400 health-care providers (medical doctors, health assistants, nurses and midwives) in clinical management of rape. Provided with kits for medical treatment of rape, the providers

work in hospitals and in clinics run by the State and by non-governmental organizations throughout Darfur.

Environment and sustainable development

39. As a partner in the Global Gender and Climate Alliance, UNDP and partners built the capacity of more than 500 government and civil society representatives from all regions to address the gender dimensions of climate change within global, regional and national policy processes. Together with global advocacy efforts, these initiatives led to the introduction of gender equality principles into the main negotiating text of the United Nations Framework Convention on Climate Change. UNDP is also supporting efforts by countries to integrate gender equality into their climate change policies and international finance mechanisms.

UN Women

40. As members of a United Nations inter-agency group, UNDP, UNFPA and UNICEF actively supported the establishment of the new gender entity, UN Women. UNDP and UNFPA will continue to support the smooth transition from four separate United Nations entities into the one entity, UN Women. This consolidation should enhance, coordinate and focus efforts by the entire system to empower women and achieve gender equality.

Transition from relief to development

41. Both UNFPA and UNDP recognize the need to strengthen as soon as possible the links between humanitarian responses and early recovery efforts. UNFPA and UNDP are also working very closely with OHCHR to advocate for the integration of human rights considerations into humanitarian responses. Stronger institutional linkages are needed between human rights mechanisms and humanitarian actors, to meet the needs of the most vulnerable groups in crisis situations and during recovery and reconstruction.

42. Recognizing that the distinction between humanitarian assistance and development is often artificial in the case of long-standing emergencies, UNFPA and UNDP support goes beyond humanitarian response to address chronic vulnerability, linking emergency action and its financing with transition and development programmes. UNDP helped lead post-disaster needs assessments in Haiti and the Republic of Moldova and supported other joint post-disaster assessments in Chile and Pakistan. Guidelines for these assessments were refined in close collaboration with United Nations organizations, the World Bank and the European Commission. The post-conflict needs assessment guidelines and toolkit were completed and capacity development exercises were conducted for a group of highly experienced practitioners from different organizations, including from the United Nations, the European Union and the World Bank. In partnership with the Office for the Coordination of Humanitarian Affairs of the Secretariat, following the 2010 Haiti earthquake, UNFPA technical advisers and trained teams of university students led rapid data collection efforts in both Haiti and the Dominican Republic. The database thus created served as a key source of information for the post-disaster needs assessment in Haiti. The contribution of UNFPA to the post-disaster needs assessments from a gender perspective (in collaboration with UNDP and the Gender Standby Capacity initiative) has allowed for better information-sharing on the

gender concerns following the Haiti and Pakistan disasters this past year. UNFPA and other partners in the Inter-Agency Standing Committee for post-disaster humanitarian assistance have also contributed to the development of the Standing Committee gender e-learning tool, which was successfully launched in 2010. This tool assists both United Nations and non-United Nations actors in humanitarian programming, helping to recognize a variety of needs and provide equal opportunities for affected populations.

43. Recent earthquakes and floods in Haiti, Chile, China and Pakistan have provided stark reminders of the critical importance of disaster risk reduction. Both UNDP and UNFPA recognize that economic growth and poverty alleviation are not sustainable or fully effective without integrating vulnerability and risk management into long-term national development programmes. Both organizations also recognize the key role modern communications and other technologies play in efforts to reach out to affected populations and address their needs. Following the January 2010 Haiti earthquake, UNFPA led coordination efforts among development partners to address gender-based violence. With funding from the United Nations Foundation, UNFPA installed 200 solar lamps, which were distributed in more than 20 camps, to ensure that approximately 40,000 women and young girls had safe access to camp facilities.

44. In 2010, UNDP supported national partners both in formulating and in implementing comprehensive disaster risk reduction programmes, and addressed all five Hyogo Framework for Action priorities. In Nepal, for example, the Government is finalizing its national disaster risk management strategy and institutional and legislative arrangements for disaster risk reduction. In Haiti, an initial assessment of the disaster risk reduction capacity needs resulted in the formulation of a preparedness programme for the subsequent cyclone season. In Armenia, Ecuador, Indonesia and Mozambique, comprehensive climate risk assessments and climate risk sectoral management response assessments will form the basis of national climate risk management programmes. Fifteen countries, assisted by UNDP, developed and applied programmes to prevent and manage violence or violent conflict. The National Peace Council of Ghana helped bring about a cessation of violence in the chieftaincy-related dispute in Bawku. In Kenya, the UNDP-assisted Uwiano Platform for Peace conducted a successful violence prevention effort during the constitutional referendum, successfully addressing more than 100 instances of potentially violent tension.

45. In response to national requests, UNDP, through dialogue and inclusive consensus-building, supported the resolution of specific conflicts over land, natural resources and governance-reform issues in 10 countries in 2010. Credible platforms for dialogue among relevant stakeholders — political parties, government and civil society — were established and will continue into 2011. In Nigeria, a UNDP-assisted women's cooperative has helped parties in the Agila local government area of Benue state to reach a peace settlement and develop an implementation plan.

46. In 2010, national and international partners enhanced women's security and access to justice by setting up formal and informal legal aid mechanisms for survivors of sexual and gender-based violence in Somalia. In Sierra Leone, more than 500 survivors to date have received legal support services, with 26 convictions obtained. UNDP rendered general legal aid services to 47 communities in 10 districts with 6,679 direct beneficiaries and 917 cases referred to institutions of

redress. Support for gender perspectives and social inclusion in peace consolidation efforts in Nepal has continued. Nepalese leaders from major political parties have developed a joint platform to build skills and capacities collaboratively. The leadership of these efforts has included women from government and civil society. In Timor-Leste, community-led alternative dispute-resolution related to land and resettlement of internally displaced persons has proved successful. As part of broader United Nations peacebuilding efforts, UNDP launched joint programmes with the Department of Peacekeeping Operations to support rule of law and security in Haiti, southern Sudan and the Democratic Republic of the Congo, and expanded a similar joint programme in Timor-Leste.

47. The focus on developing capacities in post-conflict settings has been a shared priority of both UNDP and UNFPA. UNDP's capacity development response for peacebuilding, economic recovery and conflict resolution, piloted in northern Uganda, uses a comparative analysis of baseline capacities of local government institutions for conflict prevention, peacebuilding and economic recovery in three northern Ugandan districts. This pilot has now been duplicated in Chad and the Democratic Republic of the Congo. Gender profile templates established by UNFPA and UNDP in the early recovery cluster were initially rolled out in Bangladesh and Kenya in 2009 and led to the integration of gender information into national systems for statistics, advocacy for women's NGOs and preparation of national profiles. Building consensus among national and international actors on the usefulness of including women in the recovery dialogue, however, remains a challenge. Working with United Nations system partners, UNDP along with the United Nations Development Group and the Development Operations Coordination Office of UNDP, in addition to others, helped launch an initiative to provide Resident Coordinator offices with additional recovery capacity for improved United Nations coherence in the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Guinea, Guinea-Bissau, Pakistan and Nepal.

IV. Improved functioning of the United Nations development system

Coherence, effectiveness and relevance

48. The United Nations Development Group developed an agreed set of strategic priorities and a workplan for 2010-2011 which aim to respond to the triennial comprehensive policy review and the imperative of the United Nations providing strong support for national efforts to achieve the Millennium Development Goals and other internationally agreed development goals. The strategic priorities focus and prioritize the efforts of the Group at the global, regional and country levels, to ensure that the United Nations system provides transformational support to Governments and other national partners. They foresee the Group having an impact at the policy, sector and programme levels in all countries, and place particular emphasis on supporting national efforts to accelerate the achievement of the Millennium Development Goals and internationally agreed development goals, especially in those countries that are furthest behind. They focus on maximizing operational and administrative efficiency by harmonizing business practices and making effective use of common services. The Group is supporting "Delivering as one" pilot countries until the independent evaluation is completed and is

encouraging full harmonization of business practices to develop models for global replication. The Group is also supporting countries that choose to pursue a high-coherence approach.

49. UNFPA and UNDP have been working as part of the broader effort within the United Nations Development Group to support UNDAF roll-out countries in 2010, calling for UNDAFs of greater quality to serve as the strategic programming tool for alignment of and responsiveness to national priorities. The agencies are also working as part of the United Nations Development Group to provide support and guidance to those countries that are voluntarily seeking to strengthen coherence. Through the Millennium Development Goals Acceleration Framework, which in 2010 was piloted in 10 countries, UNDP is working to ensure increased support to the achievement of Goals, including through enhanced support for high quality UNDAFs. UNDP has therefore realigned its programming structures and guidance to address new voluntary instruments, such as an action plan to operationalize UNDAFs and the common budgetary framework, to ensure that there is a comprehensive and results-based projection of financial resource requirements and identification of funding gaps for the entire programme period. UNDP and UNFPA have worked together to respond to the call of the General Assembly for the submission by national Governments, on a voluntary basis, of a common country programme document, in an effort to further enhance country-level coherence.

50. In 2010, seven out of the eight "Delivering as one" pilot programme countries undertook a country-led evaluation, the results of which were shared at the High-level Tripartite Conference on Delivering as One in Hanoi in June 2010. The results highlighted that while no one size fits all, key findings point to increased alignment with national priorities, increased national ownership and leadership, greater access by national Governments to the United Nations development system's range of expertise, mandates and resources, reduced fragmentation and duplication, and increased accountability for results. Importantly, and in accordance with General Assembly resolution 64/289 on system-wide coherence, necessary actions are being taken to complete the independent evaluation of the "Delivering as One" experience, which is expected to be completed by mid-2011.

51. UNDP and UNFPA will continue to support the implementation of the strategic priorities of the United Nations Development Group, both through its network on programming issues and through the regional structures of the Group. Salient to these efforts is the development of overall guidance on future common country programme documents, taking into account the experience of the United Republic of Tanzania. UNDP and UNFPA will provide support to United Nations country teams in countries where national Governments have requested increased efficiencies, effectiveness and coherence, as envisaged by the triennial comprehensive policy review, including through the alignment of the United Nations and the government fiscal cycles, as in the United Republic of Tanzania.

52. UNFPA co-chaired with UNICEF the United Nations Development Group results-based management task team, which developed the prototype for UNDAF results-reporting to host countries. Both organizations are contributing to a handbook by the Group on results-based management. This handbook aims to strengthen harmonization of results-based management approaches within the United Nations development system. UNFPA also chaired the Working Group on Country Office Business Operations of the Group and was a chair of its Advisory

Group in 2010. In 2010-2011, the Development Group will review the progress in the implementation of the management and accountability system of the United Nations development and resident coordinator system, including of the "functional firewall" for the resident coordinator system. The review will focus on the accountability of the results.

Regional dimensions

53. The recent establishment of UNFPA regional offices has increased the effectiveness of field operations and provided greater opportunities for collaboration among United Nations and other development partners, national Governments, regional organizations and national, regional and global NGOs. It has also facilitated South-South cooperation through reliance on expertise at local centres of excellence. UNDP has posted deputy regional directors in regional service centres to ensure similar impact. These regional centres provide policy, technical, management and coordination support, particularly with regard to global priorities of the United Nations Development Group such as accelerating the achievement of Millennium Development Goals at the country level, realizing a greater shift towards upstream policy support and promoting South-South cooperation. In the Arab States region for example, these priorities include strategic positioning in middle-income countries, the nexus of climate change and food security and addressing the interrelated issues of youth, gender and decent work.

54. UNFPA and UNDP are contributing to the improved functioning of the United Nations development system through their participation in regional United Nations development groups, chaired by UNDP. The overarching purpose of the regional groups is to provide strategic leadership. As part of their revised functions, the regional groups assess the performance of the resident coordinators and other members of the United Nations country teams, and provide close supervision and quality assurance of the joint programming processes of the United Nations organizations at the country level, particularly the common country assessment/UNDAF processes. Priorities in 2010 have included providing strategic guidance to countries in crisis, preparation of a comprehensive guidance document on social protection, providing guidance on addressing climate change as part of the common country assessment/UNDAF processes, joint support for achieving the Millennium Development Goals and the development of United Nations system-wide approaches to engagement with middle-income countries.

55. A key result in 2010, undertaken by the regional United Nations development groups in partnership with the Regional Coordination Mechanisms, has been the production of joint regional Millennium Development Goal reports. These were produced in time for the July 2010 annual ministerial review by the Economic and Social Council and the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals in September 2010. Based on country-specific information and inputs from regional consultations, the findings of those reports helped develop joint strategies to bridge development gaps. For instance, a joint initiative for reducing maternal mortality was launched in the Latin America and the Caribbean region in September 2010. In the Arab region, the regional United Nations development group has, in partnership with the Regional Coordination Mechanism, agreed to a joint two-year workplan. This plan includes the regional Millennium Development Goal reports and a focus on the common priorities of youth, food security and climate change.

56. In the Pacific subregion, UNDP and UNFPA, in partnership with UNICEF, have established a network of joint presence offices in eight Pacific small island developing States. These joint presence offices not only serve as a gateway to expertise and development assistance provided by the United Nations system, but also facilitate South-South cooperation and knowledge-sharing among the small island developing States on the most urgent development needs. The establishment of the joint presence offices encourages joint programming by United Nations organizations and a reduction in transaction costs for national Governments. UNDP has linked South-South cooperation between Pacific and Caribbean small island developing States in climate change adaptation and disaster risk management with joint activities of the Bureau for Development Policy and the Bureau for Crisis Prevention and Recovery. This has resulted in a stronger country focus for the United Nations system activities in support of development needs of Pacific small island developing States. In 2010, in Vanuatu, the regional United Nations development group for Asia and the Pacific held its first field meeting in the Pacific subregion. This meeting contributed to stronger linkages between regional and country-level activities of the United Nations system and also demonstrated the group's strong commitment to addressing development priorities of the Pacific small island developing States.

Transaction costs and efficiency

57. Through the United Nations Development Group and the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, UNDP and UNFPA continued supporting the harmonization of business practices in a number of areas:

(a) **Procurement**. The High-level Committee commenced the "Procurement process and practice harmonization in support of field operations" and is working to further develop the guidelines on harmonized procurement at the country level. These guidelines were approved by the United Nations Development Group in late 2009;

(b) **Finance and budget**. The High-level Committee approved a framework for reporting between organizations based on harmonized expense codes and an agreed reporting format. This framework developed by the Chief Executives Board Finance and Budget Network builds on a similar multi-donor trust fund reporting system. The Network also started work on the establishment of common treasury services and on the creation of a comprehensive United Nations system-wide financial database which will integrate existing agency databases, eliminate data collection overlaps and more effectively help meet United Nations system-wide financial reporting requirements. In October 2010, the United Nations Development Group approved the new guidance note on "one budgetary framework", which is expected to help United Nations organizations to enhance the mobilization and management of resources in support of UNDAF objectives. The Group also approved the common guidelines on the establishment of multi-donor trust funds and the guidance on United Nations participation in pooled funds for sector budget support;

(c) **Information and communications technology (ICT)**. United Nations organizations continued to implement the "United Nations common directory", the solution developed under the lead of UNDP to provide secure, global access to basic

contact information of United Nations offices and staff. In 2010, there were 10 organizations participating in the directory. At the beginning of 2010, the United Nations Development Group endorsed new guidance for "Delivering as one in ICT" at the country level. These guidelines include recommendations for assessing, planning and implementing common ICT infrastructure projects at the country level, and are being successfully used by United Nations country teams. The Information and Communication Technology Network of the High-level Committee on Management commenced work on two harmonization projects: the ICT costing project, aimed at the development of a common mechanism to calculate the cost of ICT components of communications, technical support and infrastructure; and the data communications project, which is expected to focus on country-level wide area network connectivity, common procurement of global network services, and standard practices and protocols.

58. As part of the effort to support United Nations coherence in the field, a joint high-level mission of the United Nations Development Group and the High-level Committee on Management took place from March to July 2010 in order to identify critical areas where further harmonization of business practices is essential to improve the operational efficiency of the United Nations system on the ground. The mission, which visited Albania, Malawi, Mozambique and Viet Nam, was launched by the Chairs of the Development Group and the High-level Committee. The implementation plan of the recommendations of the mission was approved at the joint meeting of the Development Group and High-level Committee in September 2010.

59. The difficulties involved in harmonizing rules, regulations and policies of United Nations entities make it challenging to work in a fully joint fashion. That said, there remains a strong incentive to develop innovative solutions as has been done in Honduras and Ecuador, where UNFPA, UNDP and other United Nations partner organizations jointly developed a methodology for targeted areas of intervention, such as in selected municipalities as part of the programmes financed under the Millennium Development Goals campaign. In Lebanon, UNFPA and UNDP are working together on a conflict prevention programme financed as part of the Millennium Development Goals effort. A joint office has been established in Tripoli, along with a joint budget, by which costs of coordination, monitoring and evaluation, communication and advocacy activities will be shared.

60. Within the broader United Nations effort to harmonize policies, procedures and business practices, UNDP and UNFPA are continuously working to improve their effectiveness and efficiency and to reduce transaction costs. In 2009, UNFPA began to redesign selected business practices and streamline and simplify existing planning, monitoring and reporting instruments for country offices. Given the increasing volume and complexity of transactions, as well as the limited capacities of country offices, these initiatives are expected to ease transaction processing and improve overall efficiency of UNFPA operations. To minimize overall transaction costs, UNFPA and UNDP continue to seek to identify common services that might be provided jointly with other United Nations organizations, both at country offices and headquarters. Finally, UNFPA chaired the United Nations Development Group exercise on definition, identification and measurement of transaction costs in the context of "Delivering as one" pilot programme countries.

Country-level capacity of the United Nations development system

61. The Human Resources Network of the High-level Committee on Management launched a comparative review of the policies and practices of United Nations organizations regarding contractual arrangements for personnel on staff and non-staff contracts, recruitment, performance appraisal and job grading and classification. The objective of the analysis is to develop specific options for inter-agency harmonization in these areas, thus responding to the concerns raised by the "Delivering as one" pilot programme countries, "self-starters" and other United Nations country teams exploring ways to ensure greater United Nations coherence. The final recommendations of the Human Resources Network will be considered by the High-level Committee in early 2011. The Committee has been focusing on harmonization of benefits, entitlements and insurance related to service-incurred injury, illness, death and disability for international staff, national and locally recruited staff, and international and locally recruited non-staff personnel. In September 2010, the Committee approved a set of initial recommendations on improving such benefits and entitlements.

62. To ensure effective programme delivery, UNDP and UNFPA have been continuing their efforts to secure timely and competency-based recruitment. To this end, the UNFPA selection process was streamlined through the introduction of a recruiter console and adoption of measures to address avoidable delays. UNFPA integrated its various regional rosters to enhance the availability of quality information on vetted consultants.

63. To advance staff capacity, UNFPA is redesigning its staff induction and orientation programme and developing a new framework for its corporate learning programmes with linkages to its competency framework. The emphasis is on developing results-based programme planning and management skills as well as effective management and leadership profiles. A learning catalogue was issued to all staff and a new approach was devised to better guide and assist staff in the development of learning plans. Much importance is also attributed to organizing communities of practice. Finally, UNDP and UNFPA have been advocating for recognition of the resident coordinator position as a possible component of career paths for their staff. UNDP and UNFPA are active members in various United Nations Development Group and inter-agency forums on resident coordinator talent management.

64. UNDP and UNFPA are working to increase the substantive and operational knowledge and capacities of their country offices to engage in UNDAF preparations and implementation. The lessons from the Millennium Development Goals Achievement Fund reveal that resourcing the capacity of the offices of United Nations resident coordinators should not be underestimated, especially when several joint programmes are being implemented and common results monitoring and reporting are being enhanced. The Millennium Development Goals financed resident coordinator office support in 14 countries, and nine focus countries are using additional funds to finance monitoring and evaluation, communications and advocacy support in resident coordinator offices. Many joint programmes have dedicated budgetary resources towards ensuring the capacity of the resident coordinator office to deliver more rigorously on its results monitoring, reporting and evaluation responsibilities.

Evaluation of operational activities for development

65. During the reporting period 2009-2010, the UNDP Evaluation Office emphasized increased coverage and enhanced methodological rigour of independent evaluations. The number of UNDP assessments of development results increased from four in 2007 to 14 in 2009. Between 2009 and 2010, such assessments were conducted in Burkina Faso, Cambodia, Chile, China, Georgia, Guyana, Indonesia, the Libyan Arab Jamahiriya, Maldives, Peru, Seychelles, Turkey, Uganda and Zambia. In 2010, UNFPA also embarked on improving its evaluation function, in line with its new evaluation policy, which was approved in June 2009. Evaluation is a top organizational priority, and UNFPA has taken steps towards increasing the coverage of evaluations, enhancing their quality and expanding use of their findings. UNFPA has encouraged joint country-programme evaluations, especially with national and United Nations partners, and has set aside funds to support evaluation capacity for countries that are rolling out UNDAFs.

66. UNDP places great importance on collaborating with national Governments and using national expertise when conducting assessments of development results. The UNDP Evaluation Office, in cooperation with the Moroccan Observatoire nationale pour le développement humain, organized an International Conference on National Evaluation Capacity in order to investigate challenges confronting countries on evaluation. The Conference outcome document prepared the ground for longer-term initiatives to strengthen national capacities for public policy evaluation through South-South cooperation.

67. UNFPA has also focused on strengthening the evaluation function at country and regional levels and has recruited additional monitoring and evaluation staff. Of 122 UNFPA country offices, 54 now have monitoring and evaluation officers, and each of the five regional offices has an evaluation adviser. The recently issued evaluation guidelines have been activated through regional capacity development initiatives under a corporate results-based management framework.

68. The UNDP Evaluation Office hosted the United Nations Evaluation Group secretariat, which is managed by the Deputy Director of the Evaluation Office, in his capacity as Executive Coordinator of the Evaluation Group. The Director of the UNDP Evaluation Office was re-elected Chair of the Group, the 2009 programme of which was implemented by seven task forces, in which UNDP participated actively. The Group has been providing quality-assurance advice to all country-led evaluations in "Delivering as one" countries.

V. Follow-up

69. UNDP and UNFPA implement the mandate of the triennial comprehensive policy review included in key areas of the UNDP and UNFPA strategic plans, 2008-2013. UNDP and UNFPA place great emphasis on national ownership and national capacity development while monitoring support to capacity development through a set of outputs in their respective strategic plans and indicators in their management and development results frameworks. The recommendations contained in General Assembly resolution 62/208 also guide the United Nations family on United Nations reform, which is a priority for UNDP, UNFPA and their sister organizations.

70. In addition to this joint report to the Economic and Social Council, UNFPA and UNDP report annually to the Executive Board on progress achieved on the indicators in their development and management results frameworks. The most recent 2010 reports, contained in documents DP/2010/17 and DP/FPA/2010/17 (Part I), provide information on the indicators related to contributions in the key areas of General Assembly resolution 62/208 and can be read in tandem with the present report.

VI. Recommendation

71. The Executive Board may wish to take note of the present report and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations.